

A DUTCH UNCLE TALK TO THE "NEW PROFESSIONAL"

1. Recap briefly the purposes of CIA--intelligence collection, production of intelligence and covert action operations are primary missions; all else is done to support these jobs, examples, the different support services, ADP, R&D, name-checking, reference services, etc.
2. Explain the role of the particular support service in the functioning of the Agency and how the office/division/branch to which the new professional is assigned participates in the Agency's work.
3. Discuss the mix of the office's work. How some jobs are more interesting and some are fairly routine. Characterize the work to which the new professional is being assigned. If it is routine work, say so, but explain how it fits into the overall functioning of the office and what the consequences would be if that job were done badly.
4. Explain that the job, apart from the need to do it, is essentially on-the-job training and testing of the new man. He will be evaluated. He will have a chance to show his stuff, possibly to innovate and expand his area of responsibility. If he does well on the mundane job, he can expect progressively to be assigned more challenging and interesting work.
5. This may be a tedious and time-consuming approach, but we have found that experience, combined with education, is the only way to produce qualified supervisors and managers.

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6. Above all, he should not lose sight of the importance of his job to the Agency, however dull it may be, and the objective of progressing to more challenging work.
7. Discuss personal appearance, manners, tact, diplomacy, bearing and conduct as important factors in the development of an outstanding officer.
8. Inform him that office hours are _____ to _____, that not being a "clock watcher" goes without saying. Explain what you expect in terms of office coverage, leave, notification of absences and lunch hours.
9. Discuss training opportunities both inside and outside and your approach to providing scheduling, guidance, and encouragement for such training.
10. Discuss responsibility of the individual to keep himself available for overseas assignments. Discuss your policy regarding availability for overseas service.
11. Explain your promotion policy and the workings of your promotion panels.
12. Introduce the workings of your career board and your handling of personnel administration.
13. Outline length of tours of duty both in Headquarters and in the field. Two years ok, three years best, four years you can get away with and five years or more in one assignment a calamity.
14. Appoint an individual to whom the officer can go in confidence to discuss his problems, opportunities, and development.

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